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ABSTRACT

Methodologies and findings are reported for a two phase study focusing on the role of the state library system in relation to institutional needs. The first phase consisted of in-depth, semi-structured interviews with the management of each of six government agencies and institutions with actual and potential needs for library system services; the second employed a survey questionnaire which was distributed to all library personnel except janitorial or maintenance workers. Findings based on 297 completed interviews and 291 questionnaires are concerned with the role of the state library system in relation to linkage organizations, personnel-staff informational needs, books and materials needed, necessary improvements in library services, the book charge system, hours of operation, morale, and demographic characteristics of survey respondents. Appendices include tabulated results and survey instruments. (CMV)

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ANALYSIS OF SERVICE AND DEVELOPMENT OF PERFORMANCE MEASUREMENTS FOR STATE OF HAWAII LIBRARIES

Volume III

Results of the Library Staff and Government Agency Surveys

IR006060

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Masae Gotanda

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

Other Volumes In This Study Include:

Volume I: Summary Report.
Volume II: A Survey of Residents in Relation to Public Library Use.
Volume IV: Results of Measurements Conducted in Selected Public Libraries in Hawaii.
Volume V: Performance Measurements System Manual for State of Hawaii Libraries.

SURVEY & MARKETING SERVICES, INC.
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December 2, 1977

Mr. Charles G. Clark
Superintendent of Education
Department of Education
Queen Liliuokalani Building
1390 Miller Street
Honolulu, Hawaii 96813

Dear Mr. Clark:

We are pleased to present AN ANALYSIS OF SERVICE AND DEVELOPMENT OF PERFORMANCE MEASUREMENTS FOR STATE OF HAWAII LIBRARIES. Our five-volume study presents findings on the library needs of Hawaii's residents, current library performance, recommendations for improving operations and services, a system for continuous monitoring of library performance, and a systems manual which details how performance information is to be gathered and analyzed.

AN ANALYSIS OF SERVICE AND DEVELOPMENT OF PERFORMANCE MEASUREMENTS FOR STATE OF HAWAII LIBRARIES has been designed to be a working tool to serve the Department and the State library system. We have developed a versatile and comprehensive set of performance measurements which when implemented will place Hawaii in the forefront of the nation's library systems.

Our work on this study has been a rewarding experience for our project team, and we would like to thank you for the assistance and support of the Department of Education in this effort.

Sincerely,

Lee A. Weigle

Lee A. Weigle
Executive Director

ACKNOWLEDGEMENTS

During the course of this study, literally dozens of people have given us assistance at one point or another. We would like to take this opportunity to express our thanks to all of them.

We feel particularly indebted to Masae Gotanda, Head of Research and Evaluation for the Hawaii State library system who was the tireless project manager responsible for the overall direction that brought this project to completion. We would also like to thank May C. Chun, former State Librarian, whose professional support and personal graciousness made our job a pleasure as well as a challenge.

In addition, we would like to acknowledge other key personnel in the library system who met with us frequently and provided us with their review and suggestions. They include Ruth Itamura, State Librarian; Oi Yung Chow, Librarian, Hawaii State Library; Seichi Toda, Director, Administrative Services Section; and Edna Tsusaki, Librarian, East Oahu Library District. Dr. Miles M. Jackson of the University of Hawaii Graduate School of Library Studies lent us his valuable experience and expertise throughout the course of the project. A special note of gratitude is also due Ernest R. De Prospo, Professor, Graduate School of Library Science, Rutgers University, New Brunswick, New Jersey for giving us his cooperation, consultation and encouragement throughout the study and especially during his visit to Hawaii.

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GENERAL INTRODUCTION

In the fall of 1976, the library system of the State of Hawaii commissioned a study to explore the ways in which the performance of Hawaii public libraries might be measured and assessed in relation to community needs, available resources, appropriate standards, and library objectives. Generally the study was to:

- Describe and assess the library needs of residents and relevant institutions;
- Analyze the present reporting system, and develop appropriate measures of public library performance;
- Conduct tests of proposed library measurements in five selected Hawaii public libraries;
- Develop a system for measuring the performance of State of Hawaii public libraries in relation to library system objectives and standards, and specify procedures for collecting and analyzing performance data.

The firms of Survey and Marketing Services, Inc. and its subcontractor, Henry A. Alexander and Company, Inc., were selected for the study. Dr. Miles M. Jackson of the University of Hawaii Graduate School of Library Studies was retained as a consultant by the contractor. The Hawaii State library system formed a project management team to work with the consultants. The project management team included the State Librarian, the Director of Public Library Services, selected section heads and representatives from the contractors. The head of Research and Evaluation Services for the library system served as project manager. The project team met periodically during the design and execution phases of the study to review progress and provide feedback.

The study involved four separate data and information collection tasks: A survey of the adult residential population in the State; a survey of public library personnel; a survey of agencies and institutions served by the public library system; and the measurement of materials, facilities use, and staff activities in selected Hawaii public libraries.

User/Nonuser Survey:

The survey of adult residents in the State was conducted November 19 through December 9, 1976. A total of 1,000 adults were interviewed by telephone throughout the State. The following numbers were interviewed on each island in the State in proportion to that island's share of the State population: Oahu, 815; Hawaii, 86; Kauai, 37; Maui, 54; Molokai, 6; and Lanai, 2. Residential telephone numbers for the sample were obtained through a Survey and Marketing Services' computer program which randomly generates telephone numbers. The survey covered the following topics: Use of the public library; patterns of library use; reasons for non-use; characteristics of library users and nonusers; attitudes toward the library; and demand for library materials and services.

Library Staff Survey:

The survey of State public library personnel involved all employees except janitorial or maintenance workers. A total of 425 questionnaires were distributed through the library system, and 297 (70%) were returned to Survey and Marketing Services for data processing and analysis. Topics covered included opinions about library system performance; materials, service and program needs of the library; work conditions and training needs; and problems facing the library system.

Government Agency Survey:

Six government agencies and institutions with actual and potential needs for library system services were selected for study. In-depth, semi-structured interviews were conducted with the management of each institution. The framework for these interviews focused attention on the role of the State library system in relation to institutional needs.

Library Measurements:

Measurements of materials and library use were carried out in five selected public libraries: Hawaii State Library, Kaimuki Regional Library, Hilo Regional Library, Liliha Library and Kahuku Community/School Library. In addition, an observation study of staff work was conducted in the Hawaii State Library. The measures and data collection procedures used, with the exception of the staff work observation study, were based on the performance measurements manual developed by Ellen Altman and others.[1] The purposes of the library measurements phase of the study included testing and modification of measures to ensure their applicability to Hawaii public libraries, and development of findings about Hawaii libraries that could be used for recommending changes in the library system.

Other reports completed as part of this study provide detailed information about study findings, the methodologies used, and the data collection and analysis procedures developed as a part of the recommended performance measurement system.

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[1]Ellen Altman, Ernest R. De Prospo, Philip M. Clark, and Ellen Conner Clark. A Data Gathering and Instructional Manual for Performance Measures in Public Libraries. Celadon Press: Chicago, 1976.

Volume I: Summary Report, Volume II: A Survey of Residents in Relation to Public Library Use, and Volume IV: Results of Measurements Conducted in Selected Public Libraries in Hawaii provide details of the findings and methodologies for the respective surveys and measurements. Volume V: Performance Measurements System Manual for State of Hawaii Libraries provides detailed instructions for libraries for the collection and analysis of performance data.

SURVEY OF GOVERNMENT AGENCIES

Methodology

Six government linkage institutions were surveyed in this phase of the study to complement the user and non-user public perspective and the internal staff perspective of the State library system obtained through the previous surveys. The six institutions surveyed in this phase were the Legislative Reference Bureau; the Library of the State Department of Planning and Economic Development; Sinclair Library of the University of Hawaii; the Honolulu City Municipal Library; the State Department of Health, Research Division; and the State Department of Labor and Industrial Relations, Research Division.

Survey information was obtained from each institution through the conducting of in-depth, semi-structured interviews with the management of each organization. The framework established for these interviews focused attention on the role of the State library system in relation to the linkage organizations.

Good cooperation was provided by the linkage organizations and considerable information was obtained through the interviews. The following section of this report presents a summary of major survey findings.

Role of the State Library System in Relation to Linkage Organizations

All participants interviewed agreed that the primary role of the State library System, in relation to other libraries in the State, is coordination and the dissemination of information. The State library system was viewed as having the responsibility for creating a system out of all the special libraries in the State by creating a master computer catalogue of all holdings and their locations, and creating a network of information sharing between these libraries.

The various libraries would assist the State system in developing and updating the master holdings catalogue. Each library would continue to be responsible for their own collections, but would be able to coordinate and avoid duplication of materials. As a part of this system, information and materials exchange between libraries was viewed as an essential component.

- The trend is toward more specialized libraries which requires reciprocal arrangements for the cataloging, assessing and utilizing of materials. The State library system should take the lead role in integrating and interfacing all these libraries into one coordinated system of materials and services. This would avoid unnecessary duplication of costs, materials, personnel and access/retrieval time.

- The State system should act as a clearing house, especially with regard to new technologies, as well as establish a newsletter containing ideas, thoughts, plans and feedback for distribution to all libraries across the State.
- The State system should catalogue all library holdings in the State, without attempts at assimilation, for use by all libraries - preferably

in an on-line computer system to facilitate timely and efficient updating of all holdings. This would result in a computerized card catalogue of Statewide holdings and their locations, including the University of Hawaii library holdings.

- The State library system should access Mainland library systems through full text satellite computer technology, including bibliographic search systems.
- The State system should originate and conduct more continuing education programs and general as well as advanced training and skill development in relation to technology, especially for other librarians in smaller libraries. It should also assist smaller libraries in setting guidelines and policies.
- The State library system should initiate the development of a consortium arrangement for the sharing of costs in the development and acceleration of new technologies and coordination of holdings through computer cataloging systems.

Most information about the State library system held by survey participants was several years old. This condition was attributed to the termination of the State library system newsletter, the termination of invitation to State library system conferences and workshops, and the absence of a relationship with the State library system which would force initiative in updating knowledge and information about the system. Clearly, until a working relationship is necessitated, the State library system will be required to take the initiative in dissemination of information to linkage organizations about its services and operations.

LIBRARY STAFF SURVEY

Methodology

The methodology employed in this study was an internal library system distribution of survey questionnaires to all library personnel except janitorial or maintenance workers.

Beginning on December 23, 1976, 425 questionnaires, accompanied by cover letters, were distributed. A postage paid business reply envelope was included with each questionnaire.

A total of 297 completed interviews were returned to Survey and Marketing Services on or before February 3, 1977; 291 questionnaires (excluding six received from non-qualified personnel) were edited, coded, and electronically data processed. The results are described in the following pages of this report.

Findings

Informational Needs: Table 1

Sixty-three percent of the library staff personnel feel that it is necessary to have more information about how well the library system is serving the needs of the community. These informational needs include what services the public is most interested in (68%); what services are used most by the public (54%); and types of persons served and not served by the library (49%). Other types of informational needs suggested by library staff personnel are also found in Table 1.

In general, library staff personnel see a need for additional information about what services the public wants and what services they are presently utilizing.

Performance of State Library System: Table 2

Library personnel view the performance of the library system very favorably in relation to the goal of serving as an information and reference resource for the general public, as shown in Table 2. Forty-six percent of the respondents felt the performance of the library was excellent or very good in relation to this goal. On the other hand, only 11% to 17% of the library staff personnel felt that the library system's performance is excellent or very good in relation to other goals.

Table 1 in Appendix I indicates some variations in opinion for different types of libraries and position levels of respondents, but in general there there is substantial agreement among groups in regard to the performance of the library system.

Additional Books and Materials Needed: Table 3

Audio-visual materials and equipment, books in general and reference materials were mentioned most often in terms of books and materials to be added to the public library. A complete breakdown of items included in these categories can be found in Appendix I, Table 2.

Necessary Improvements in Library Services: Table 4

Tow items that library personnel see needing the most attention are the interlibrary loan service and the reserve system. Thirty-eight percent and 35% of the respondents respectively feel that these two services need to be either increased or improved in some respect.

Table 3 in Appendix I indicates substantial differences among personnel from different libraries and in different position levels.

- o More library personnel from the regional, community and community school libraries feel that the interlibrary loan service needs to be increased or improved "a lot."
- o More library personnel from the State, regional and community libraries feel the reserve system requires "a lot" of improvement.
- o Professional personnel are more likely to feel that a lot of improvement is needed in the areas of interlibrary loan service, reserve system, assistance to government agencies and public officials and assistance to private companies and businesses.

Programs, Services and Activities: Table 5

Library staff personnel feel that children's services, services for the disadvantaged, facilities for community meetings and activities, programs for young adults and after-school programs for children are the primary programs and services that should be offered by the library system.

Table 4, Appendix I, shows differences in opinion among personnel from different libraries and different position levels. Staff members from the community school libraries feel that more emphasis should be placed on

- o programs for young adults,
- o drama or art exhibits,
- o tutoring, remedial reading and other educational programs,
- o movies and film shows for the general public,
- o lectures and discussion groups,
- o services for the disadvantaged,
- o concerts and musical events and
- o programs for senior citizens

than do those staff personnel from the other libraries.

Professional people have opinions concerning activities and programs that should be offered by the library system that are different from those of technical and clerical personnel.

Book Charge System: Tables 6A-6B

Twenty-five percent of the library staff personnel feel that it is a lot of trouble for users to fill out the present charge slips when they borrow books or materials from the library. More than 50% of the library staff members feel that each possible feature of a charge system is either very important or important, with the most important features being records of books charged in or out and reserving books for customers.

Table 5B of Appendix I indicates there is little difference in opinion among personnel in different libraries. The professional staff does place less importance on being able to find out books status by due date and call number than technical and clerical personnel do, and also views the charge slips system as more troublesome for library users (Table 5A, Appendix I).

Hours of Operation: Tables 7A - 7B

Sixty-seven percent of library staff personnel (Table 7A) feel it is very important for the library to be open on weekdays between the hours of 1 and 5 p.m. and 52% feel it is very important for the library to be open weekday mornings. A small number of staff personnel felt it very important to be open at any time on weekends or holidays. Table 7B shows overall willingness of staff to work during these hours. Most personnel are willing to work on weekday mornings and afternoons and not willing to work weekends and holidays. Personnel from the State Library and personnel in professional position are more willing to work all times (Table 6B, Appendix I).

Job Characteristics of Library Personnel: Tables 8A - 8F

Respondents were asked to evaluate their work in terms of percentages of their work that require certain levels of education. Professional personnel indicated that approximately 25% of the work they perform could be accomplished with a high school education or by a student helper.

Table 8A also indicates that there are other instances of discrepancies between a person's educational level and the type of work being performed. Library staff personnel with a high school education feel they are doing some work that requires a graduate degree or college education, and

those with graduate degrees feel that 30% of the work they are performing is work that requires a high school education or less. Seventy-five percent of the library staff feels that their job adequately utilizes their training and abilities (Table 8B). There is little difference among those from different libraries or in different position levels.

Tables 8C and 8D show some of the more general things that respondents are not doing and feel they should, and are doing but feel they shouldn't. Staff members feel they should be doing more community and public relations and less clerical and paperwork. Approximately 10% of the respondents indicated there is no work they should or should not be performing.

Library staff personnel were asked if there were any areas in which they would like additional job-related training. General library skills and training in the use of electronic and audio-visual equipment are two of the items most frequently mentioned by respondents (Table 8E). Approximately 25% of the respondents indicated they did not wish additional training (Table 8F).

Detailed responses to these questions can be found in Tables 7, 8, and 9 in Appendix I of this report. Table 8F also shows the results of several other job related characteristics.

- o Eighty-one percent of the respondents feel they receive sufficient supervision;
- o Seventy-five percent of the respondents have made suggestions for improving services and routines;
- o Sixty-seven percent of those making suggestions said they were accepted most of the time; and

- Twenty-eight percent of the respondents feel they have not been adequately informed about library policies and procedures relevant to their jobs.

Differences among position levels and libraries vary for each item and are shown in Table 8F as well.

Staff Morale in the Public Libraries: Tables 9A - 9B

Seventy-three percent of the staff personnel rated the morale at the library where they work as being average, above average, or high (Table 9A). Community school library staff rated the morale in their libraries as particularly high, while State and regional library personnel tend more to rate their respective libraries' morale as being lower than others (Table 10A, Appendix I). Table 9B shows some of the more general reasons for current levels of morale, and specific answers to this question can be found in Table 10B, Appendix I.

Critical Problems Facing the Library System: Table 10

Staff personnel see staffing and manpower as the most critical problems facing the library system, along with funding, administration policies and general system reorganization. Specific answers to this question can be found in Table 11, Appendix I.

Demographic Characteristics

The demographic characteristics of survey respondents are found in Table 12, Appendix I and include the following:

- type of library
- position level
- years worked in library system
- level of education
- age

DATA TABULATIONS

TABLE 1

	%
Do you feel the library system has enough information and data about how well it is serving the needs of your community, or do you feel that more information or data is needed?	
have enough information	26
need more information	63
no data	11
Base	291
If you feel more information is needed, please indicate what types of information you think are needed.	
what services the public is most interested in	68
which services are used most by public	54
types of persons served and not served by library	49
volume/types of books/periodicals used by public	45
volume/types of information/reference assistance given	36
data about program attendance/activities	9
other	9
no data	28
Base	184

TABLE 2

Please give your general opinion concerning how well the State library system is currently performing in relation to each of the goals listed below.

	no data	excl.	very good	good	fair	poor	no opinion
	%	%	%	%	%	%	%
a. Serve as an information and reference resource for the general public.	1	7	39	38	12	1	2
b. Serve as an information and reference resource for business, industry and professionals.	1	2	11	33	30	10	13
c. Serve as an information and reference resource for State and local government.	2	2	14	27	27	10	18
d. Provide leadership in the development of libraries and the librarian profession in the State of Hawaii.	3	3	11	22	27	19	15
e. Provide leadership in the development of libraries and library service in the Pacific area.	5	3	7	16	24	20	25
f. Develop and encourage the use of new and innovative approaches and technology for library services in Hawaii.	3	5	13	35	26	11	7
Base	291						

TABLE 3

Books or materials that need to be added to the public libraries:

	Total %
audio visual materials, equipment	18
books in general	12
reference materials	11
non-fiction books	8
foreign language materials	7
periodicals	7
recreational reading, arts, crafts	7
equipment, miscellaneous materials	6
ethnic materials	5
fiction	4
technical books	4
business related	3
reading materials for beginners	2
classroom texts	1
non-fiction science books	1
social science materials	1
don't know	2
Base*	451

*Total number of responses

TABLE 4

Please give your opinion concerning the extent to which each of the following services of the State public library system need to be increased or improved.

	no data	a lot	some	a little	none	no opinion
	%	%	%	%	%	%
a. reference and information service for walk-in customers	2	23	42	23	6	4
b. reference and information service by telephone	2	15	41	25	11	6
c. interlibrary loan service	2	38	27	17	7	9
d. reserve system	3	35	29	17	9	7
e. government documents and information reference service	4	21	27	18	6	24
f. copy machine	4	30	20	16	23	7
g. assistance to government agencies and public officials	2	14	23	23	10	28
h. assistance to private companies and businessmen	3	13	25	22	9	28
i. librarymobile	2	20	27	16	12	23

TABLE 5

Please give your opinion concerning the degree to which the library system should offer each of the following possible programs, services and activities.

	no data	a lot	some	a little	none	no opinion
	%	%	%	%	%	%
a. facilities for community meetings and activities	2	38	38	13	7	2
b. children's services such as story telling, movies, magic or puppet shows	1	52	32	8	5	3
c. after-school programs for children	1	34	33	19	9	4
d. programs for young adults	2	35	36	18	5	5
e. drama or art exhibits	1	24	44	22	6	3
f. tutoring, remedial reading, and other education programs	2	21	22	20	28	8
g. movies and film shows for the general public	1	24	42	20	9	4
h. lectures and discussion groups	3	17	37	28	10	6
i. telephone referral service concerning available government and social services	2	31	29	17	13	8
j. services for the disadvantaged (poverty, non-English speaking, bilingual, institutional, etc.)	1	39	30	16	8	6
k. concerts and musical events	2	13	29	28	22	7
l. programs for senior citizens	2	28	34	19	11	6
m. users being able to borrow books and materials by mail	1	18	28	14	31	9

TABLE 6-A

In your opinion, how much trouble is it for library users to fill out the present charge slips when they borrow books or materials?

no data	a lot	some	very little	none at all	no opinion
%	%	%	%	%	%
3	25	29	28	13	2

TABLE 6-B

Please give your opinion about the importance of having each of the following features of a book charge system.

	no data	very impt.	impt.	not too impt.	not at all impt.	no opinion
	%	%	%	%	%	%
a. records of books charged in and out	3	63	23	5	3	4
b. being able to find out book status by call number	2	32	30	19	9	8
c. being able to find out book status by author's name	3	37	36	13	3	8
d. being able to find out book status by due date	3	27	25	23	12	9
e. automatic production of due notices	5	37	35	14	2	7
f. being able to reserve books for customers	3	49	35	8	0	4
g. borrower's cards for users so they don't have to write in their names and addresses	2	29	21	21	18	8

TABLE 7-A

How important do you think it is to the public for the library to be open during each of the following times?

		no data	very impt.	impt.	not too impt.	not at all impt.	no opinion
		%	%	%	%	%	%
a. weekdays	9:00 a.m. to 1:00 p.m.	1	52	32	10	3	2
b. weekdays	1:00 p.m. to 5:00 p.m.	1	67	28	2	1	1
c. weekdays	5:00 p.m. to 8:00 p.m.	1	36	35	22	5	1
d. Saturdays	9:00 a.m. to 5:00 p.m.	1	46	28	15	8	2
e. Saturdays	5:00 p.m. to 8:00 p.m.	1	7	6	18	65	3
f. Sundays	1:00 p.m. to 5:00 p.m.	1	11	15	18	51	4
g. some holidays	1:00 p.m. to 5:00 p.m.	1	4	8	14	69	4

TABLE 7-B

How willing would you be to work during each of these times?

		no data	very willing	willing	not too willing	not at all willing	no opinion
		%	%	%	%	%	%
a. weekdays	9:00 a.m. to 1:00 p.m.	1	73	20	1	2	3
b. weekdays	1:00 p.m. to 5:00 p.m.	1	67	24	3	2	3
c. weekdays	5:00 p.m. to 8:00 p.m.	2	19	35	27	13	4
d. Saturdays	9:00 a.m. to 5:00 p.m.	2	20	32	25	17	4
e. Saturdays	5:00 p.m. to 8:00 p.m.	2	3	6	21	64	4
f. Sundays	1:00 p.m. to 5:00 p.m.	1	6	11	14	63	5
g. some holidays	1:00 p.m. to 5:00 p.m.	2	2	7	13	72	4

A
26

TABLE 8-A

	Total	Position			Education			
		professional	technical	clerical	high school	technical/ business	college	graduate degree
	(ave. %)	(ave. %)	(ave. %)	(ave. %)	(ave. %)	(ave. %)	(ave. %)	(ave. %)
Generally speaking,								
what percentage of the work that you do is professional (requiring a graduate degree)?	30	63	25	12	16	15	22	60
what percentage requires a college education, but not a graduate degree?	23	27	35	19	19	26	35	27
What percentage could be accomplished with a high school education?	37	15	43	67	55	59	45	17
what percentage could be done by a student helper?	13	9	14	22	15	18	15	13

TABLE 8-B

	Total	Library					Position		
		State	regional	community	community-school	other	professional	technical	clerical
In general, does your present job adequately utilize your training, experience and abilities?	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)
yes	75	69	78	76	83	75	75	81	75
no	19	19	22	20	10	19	20	15	20
no data	6	12	0	4	7	6	5	4	5
Base	291								

TABLE 8C

Work respondents are not doing but feel they should do:

	%
Public relations; community relations, implementation of special programs; direct service to patrons	26
Collection maintenance; ordering and purchasing; improving audio-visual	11
Programs and activities involving children, young adults and schools	8
Training or qualifications not being used; need more creative work within job description	7
Activities which contribute to professional growth	6
Professional skills; reference;	10
Professional and administrative duties including: decision making, supervision, fiscal authority	11
Secretarial; clerical; display work	5
Miscellaneous	less than 1
None	18
Don't know	2
BASE*	173

*Total number of responses

TABLE 8D

Work respondents are doing but feel they should not do:

	%
Clerical work; paperwork; processing	28
Professional level tasks not related to job description/ working out of job description	10
Technical skills	9
Contact with general public	6
Fiscal tasks	6
Secretarial	6
Maintenance work	3
Personnel related tasks	3
Public relations	2
Miscellaneous	5
None	17
BASE*	174

*Total number of responses

TABLE 8E

Areas respondents would like additional job-related training:	%
General library skills	23
Electronics; audio-visual equipment	17
Supervising; management training	12
General training	7
Public relations; public services; working with public	7
Professional aspects of library	7
Young adult and children's areas	6
Computers; automation	6
Inter-personal relations; motivation	5
Secretarial functions	5
Miscellaneous	4
Don't know	less than 1
BASE*	263

*Total number of responses

TABLE 8-F

		Library					Position		
	Total	State	regional	community	community school	other	profes-sional	technical	clerical
	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Do you receive:									
too much supervision	9	9	20	3	7	8	8	9	10
sufficient supervision	81	84	66	84	90	86	82	82	82
not enough supervision	6	5	9	8	0	3	4	9	4
no data	4	2	5	5	3	3	6	0	4
Would you like to receive additional job-related training?									
yes	62	55	68	64	83	52	78	61	52
no	26	36	19	24	17	30	18	25	31
no data	12	9	13	12	0	18	4	14	17
Have you ever made any suggestions for improving services or routines?									
yes	75	69	81	68	97	76	90	76	63
no	18	21	17	23	3	18	10	18	25
no data	7	10	2	9	0	6	0	6	12
If yes, what has generally been the reaction to these suggestions?									
accepted most of the time	67	60	50	81	72	69	59	72	73
rejected most of the time	26	28	38	17	24	25	28	26	23
no data	7	12	12	2	3	6	13	2	4
Do you feel that you have been adequately informed about library policies and procedures relevant to the job?									
yes	68	72	61	69	63	73	72	70	65
no	28	21	37	27	37	21	27	28	29
no data	4	7	2	2	0	6	1	2	6
BASE:	291	58	59	77	30	63	103	67	112

TABLE 9A

STAFF MORALE IN THE RESPONDENT'S PARTICULAR LIBRARY

Morale	%	Total %
High	17	
Above average	27	73
Average	29	
Below average	15	26
Low	11	
No Data	2	2

TABLE 9B

Reasons for morale being the way it is:

	Total %
Everyone gets along well, group spirit	29
Good supervision, good leadership, good support	9
Good surrounding, nice public	3
Enjoy work	2
Poor management, lack of leadership and communication	24
Workload and staff shortages	11
Not working as a team	9
Negative comments about system	7
BASE*	347

*Total number of responses

TABLE 10

Most urgent critical problems facing the State library system:

	%
Staffing; manpower	31
Money and funding	29
Leadership and administration	13
General system; reorganization	13
Charge system, theft control	9
Public service	8
Facilities; equipment and maintenance	4
Miscellaneous	2
No opinion	1
BASE*	406

*Total number of responses

APPENDIX I

TABLE 1

	Total	Library: State	Library: regional	Library: community	Library: community school	Library: other	Position: profess.	Position: technical	Position: clerical
	excl./ very good	excl./ very good	excl./ very good	excl./ very good	excl./ very good	excl./ very good	excl./ very good	excl./ very good	excl./ very good
	%	%	%	%	%	%	%	%	%
Please give your general opinion concerning how well the State library system is currently performing in relation to each of the goals listed below.									
a. Serve as an information and reference resource for the general public.	46	40	53	51	57	35	37	52	53
b. Serve as an information and reference resource for business, industry and professionals.	13	26	12	7	10	14	8	12	20
c. Serve as an information and reference resource for State/local government.	17	26	12	8	17	22	8	18	23
d. Provide leadership in the development of libraries and the librarian profession in the State of Hawaii.	14	21	14	12	13	13	9	19	17
e. Provide leadership in the development of libraries and library service in the Pacific area.	11	14	17	5	10	10	7	14	13
f. Develop and encourage the use of new and innovative approaches and technology for library services in Hawaii.	18	22	19	16	10	19	14	21	21
Base	291								

TABLE 2

In your opinion, what types of books or materials, if any, need to be most added to the public libraries?

no. of responses	
	A. Audio/Visual Materials, Equipment:
23	audio/visual, software, hardware, media
18	records, more, new, popular
16	cassettes, tapes, 8 tracks
8	films
4	cassette players, listening materials, record players
4	microfilms, more and new
3	8mm slides and films
7	other
	B. General:
25	best sellers, more, paper, current
11	popular titles, more variety, more copies
7	paperbacks, current, more, free
5	more copies of everything, popular, reading, etc.
6	other
	C. Reference Materials:
28	reference books, research materials, more and up-to-date
9	job related materials, occupation, information, career, exams
5	current State and county reports (statutes, regulations, etc.)
8	other

TABLE 2
(Continued)

no. of responses	D. More and New Non-Fiction - Miscellaneous:
8	non-fiction, more, new
5	repair manuals, automobiles, etc.
3	sports books, fishing
3	biographies
3	specialized materials for college, professional level (re. teacher education)
2	trade books
2	current travel books, travel
9	other

E. Foreign Language Material:

19	foreign language books and materials
4	ethnic language, audio/visual materials, cassettes, etc.
4	foreign language periodicals
6	other

F. Periodicals:

23	periodicals, more and new
4	newspaper articles, back issues, greater variety
6	other

TABLE 2
(Continued)

no. of responses	G. Recreational Reading, including Arts, Crafts, and "How to" books:
10	crafts and arts
10	"how-to-do-it" books
10	recreation, leisure time books, hobbies, cookbooks, general interest
	H. Services, Equipment and Miscellaneous Materials:
5	comic books
4	posters, artwork (for library-home use)
3	picture files, more pictures
2	better index of things (i.e., books, periodicals, and cross-reference files)
2	current pamphlets
8	other
	I. Ethnic Materials:
19	Hawaiiana
3	other
	J. Fiction:
13	fiction books, more and new
7	other

TABLE 2
(Continued)

no. of responses	
	K. Technical Books:
15	technical books, manuals, and others more and new
4	technology, up-to-date, etc.
	L. Business:
11	business and business related, more and new
1	other
	M. Reading Materials for Beginners or Slow Readers:
6	readers for slow reader, poor readers, those learning English, (for both children and adults)
3	beginning readers, math books in English and Foreign languages
	N. Classroom Texts:
6	classroom texts, supplements and subject books
	O. Non-Fiction Science books and Materials:
5	Science books and materials, more and new
1	other
	P. Philosophy, Social Sciences and Psychology:
5	philosophy, social sciences, educational psychology
11	Q. Don't Know/Depends on Management, Library, Etc.:

TABLE 3

	Total	Library: State	Library: regional	Library: community	Library: community school	Library: other	Position: profes-sional	Position: technical	Position: clerical
	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)
Please give your opinion concerning the extent to which each of the following services of the State Public Library System need to be increased or improved. Circle									
a. reference and information service for walk-in customers	23	24	24	25	20	21	21	27	21
b. reference and information service by telephone	15	12	17	16	20	14	18	15	12
c. interlibrary loan service	38	24	49	42	40	30	60	28	21
d. reserve system	35	45	41	38	23	24	55	25	21
e. government documents and information reference service	21	24	25	21	20	16	26	10	21
f. copy machine	30	36	29	30	50	18	27	33	31
g. assistance to government agencies and public officials	14	14	19	9	10	18	24	3	9
h. assistance to private companies and businessmen	13	16	10	12	13	18	22	7	8
i. librarymobile	20	22	27	20	13	18	23	15	20

TABLE 4

Please give your opinion concerning the degree to which the library system should offer each of the following possible programs, services and activities.									
a. facilities for community meetings and activities	38	45	29	33	43	46	53	33	27
b. children's services such as story telling, movies, magic or puppet shows	52	50	51	57	57	48	70	37	46
c. after-school programs for children	34	26	37	31	40	41	45	22	33
d. programs for young adults	35	31	31	36	50	35	45	27	30
e. drama or art exhibits	24	22	17	25	40	25	26	21	23
f. tutoring, remedial reading, and other education programs	21	21	17	18	30	25	18	18	27
g. movies and film shows for the general public	24	19	22	20	40	27	28	15	24
h. lectures and discussion groups	17	16	10	14	33	21	22	15	13
i. telephone referral service concerning available government and social services	31	40	27	29	23	30	44	15	50
j. services for the disadvantaged (poverty, non-English speaking, bilingual, institutional, etc.)	39	40	37	34	57	38	52	32	30
k. concerts and musical events	13	9	7	12	30	16	12	12	13
l. programs for senior citizens	28	26	24	26	37	32	35	21	25
m. users being able to borrow books and materials by mail	18	24	19	9	7	29	24	12	14

TABLE 5-A

	Total	Library: State	regional	community	community school	other	Position: profes-sional	technical	clerical
	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)	a lot (%)
In your opinion, how much trouble is it for library users to fill out the present charge slips when they borrow books or materials?	25	35	27	23	23	21	38	21	18

TABLE 5-B

	Total	Library: State	regional	community	community school	other	Position: profess.	technical	clerical
	very imp/ important %	very imp/ important %	very imp/ important %	very imp/ important %	very imp/ important %	very imp/ important %	very imp/ important %	very imp/ important %	very imp/ important %
Please give your opinion about the importance of having each of the following features of a book charge system.									
a. records of books charged in and out	86	88	80	92	93	79	88	87	86
b. being able to find out book status by call number	62	67	61	68	60	51	49	70	70
c. being able to find out book status by author's name	72	72	71	77	70	64	68	69	78
d. being able to find out book status by due date	52	53	59	52	67	38	46	58	55
e. automatic production of due notices	72	78	71	79	73	59	77	69	71
f. being able to reserve books for customers	85	78	92	92	93	71	96	82	79
g. borrower's cards for users so they don't have to write in their names and addresses	51	52	49	47	47	54	57	45	47

TABLE 6-A

		Total	Library: State	Library: regional	Library: community	Library: community school	Library: other	Position: professional	Position: technical	Position: clerical
		very impt (%)	very impt (%)	very impt (%)	very impt (%)	very impt (%)	very impt (%)	very impt (%)	very impt (%)	very impt (%)
How important do you think it is to the public for the library to be open during each of the following times?										
a. weekdays	9:00 a.m. to 1:00 p.m.	52	64	51	44	63	48	61	57	43
b. weekdays	1:00 p.m. to 5:00 p.m.	67	74	68	68	53	65	88	60	54
c. weekdays	5:00 p.m. to 8:00 p.m.	36	31	31	26	17	67	56	21	26
d. Saturdays	9:00 a.m. to 5:00 p.m.	46	59	34	40	20	65	68	27	36
e. Saturdays	5:00 p.m. to 8:00 p.m.	7	5	7	0	3	29	7	2	7
f. Sundays	1:00 p.m. to 5:00 p.m.	11	14	7	5	0	27	24	2	5
g. some holidays	1:00 p.m. to 5:00 p.m.	4	3	5	0	0	10	6	0	4

TABLE 6-B

		very willing (%)	very willing (%)	very willing (%)	very willing (%)	very willing (%)	very willing (%)	very willing (%)	very willing (%)	very willing (%)
How willing would you be to work during each of these times?										
a. weekdays	9:00 a.m. to 1:00 p.m.	73	83	75	75	83	54	86	75	62
b. weekdays	1:00 p.m. to 5:00 p.m.	67	78	70	75	67	43	85	67	53
c. weekdays	5:00 p.m. to 8:00 p.m.	19	24	20	14	17	18	28	12	14
d. Saturdays	9:00 a.m. to 5:00 p.m.	20	26	20	18	17	16	32	15	12
e. Saturdays	5:00 p.m. to 8:00 p.m.	3	3	2	1	3	5	4	2	2
f. Sundays	1:00 p.m. to 5:00 p.m.	6	9	2	4	3	10	10	3	4
g. some holidays	1:00 p.m. to 5:00 p.m.	2	3	0	1	3	3	4	2	1

TABLE 7

Please describe any work you are not doing but feel you should do.

no. of responses		
	A.	PR: Community Relations; Implementation of Special Programs; Direct Service to Patrons:
14		public relations work, in and out of the library, community relations
5		special programming, planning programs, larger programming
5		talks to outside groups and community agencies (PTA, clubs, etc.)
4		direct service to patrons
4		outreach programs, work for special groups
13		other
	B.	Collection Maintenance; Ordering and Purchasing, Improving A/V:
5		book ordering
3		book selection
3		evaluating collection, assessing collections, developing collections
8		other
	C.	Programs and Activities Involving Children, Young Adults and Schools:
5		direct service to schools
2		developing programs for young adults, young adult work
2		book talks
5		other

TABLE 7
(Continued)

no. of responses	D. Training or Qualifications Not Being Used, Need More Creative Work; Need More Work Within Job Description:
5	training not being used, qualifications not being used
2	more creative stimulating work and thinking
5	other
	E. Activities Which Contribute to Professional Growth:
4	contact/interaction with branch people and other libraries
4	keeping up with and reading professional literature and reading
3	other
	F. Professional Skills: Reference; Cataloguing; Bibliographic
9	ready reference, reference, in depth reference
2	cataloguing
2	bibliographic work
2	indexing
3	other
	G. Professional and Administrative Duties Including; Decision Making, Supervision; Fiscal Authority:
3	participating in decision making and planning
2	supervising
6	other

TABLE 7
(Continued)

no. of responses	
	H. Secretarial; Clerical; Display Work:
3	clerical work
2	secretarial, typing
4	other
1	I. Miscellaneous:
31	J. None:
3	K. Don't Know:

TABLE 8

Please describe any work you are doing but feel you should not do.

no. of responses	
	A. Clerical work; Paperwork; Processing:
31	clerical work, paperwork, processing
9	housekeeping, tidying-up, reshelving
4	check in serials, filing serials, indexing newspapers
4	other
	B. Professional level tasks not related to own job description/ working out of job description:
6	reference work
6	working out of job description
5	other
	C. Technical Skills:
5	technical work (filing catalog, checking catalog, pulling catalog, etc.)
2	discards
2	overdue notices, first notices
6	other
	D. Contact with the General Public:
3	circulation work
2	assisting patrons, direct service
6	other

TABLE 8
(Continued)

no. of responses	
	E. Fiscal Tasks:
3	inventory, holdings
3	statistics
5	other
	F. Secretarial:
10	secretary, secretarial, (typing, answering phone)
	G. Supervising and Disciplining Children:
6	supervising children, babysitting
2	student disciplining
	H. Maintenance Work:
3	maintenance (dusting, cleaning bathrooms)
2	repairing and maintenance of equipment
1	moving heavy things
	I. Personnel Related Tasks:
2	personnel work
2	supervising
2	other

TABLE 8
(Continued)

no. of responses		
	J. Public Relations:	
4		mentions
	K. Miscellaneous:	
9		other
29	L. None:	

TABLE 9

In what area would you like to receive additional job-related training?

no. of responses	
	A. General Library Skills:
33	reference work, tools, techniques
5	cataloging
3	literature, related literature courses, languages
3	book selection, evaluation
2	displays
2	discarding, book weeding
2	Hawaiiana materials
2	book mending
2	procedures, setting up materials, processing
7	other
	B. Electronics, Audio/Visual Equipment, Video:
23	audio/visual, media, video
17	electronics, audio/visual equipment, machines, operation and repair, new equipment
5	graphics, illustration, photography
1	selection of new equipment
	C. Supervising, Management Training, etc.:
16	organizational, management training, administrative training
13	supervising, supervisory, supervision
3	other

TABLE 9
(Continued)

no. of responses	D. Not Specified:
7	library work in general, library technology
4	professional library courses, outside library courses
3	enough to keep up in all areas, up to date information in areas, new developments
5	other
	E. Public Relations, Public Service, Working with Public:
6	direct public service, working with problems with public
3	public relations
3	library promotional services
2	U.H. course in approaches to services and attitudes toward serving the public
5	other
	F. Professional Aspects (Budgeting, Evaluation, Report Writing, etc.):
7	programs planning and evaluation
3	report writing, writing
3	union rules and regulations, contract rules
2	budgeting (ppbs) budget preparation
4	other

TABLE 9
(Continued)

no. of responses	
	G. Young Adults and Children's Areas:
9	children's development, children's work, children's programs and literature
4	story telling, story hours
2	young adults
	H. Computers, Automation:
13	computers, automation, use of and needs, etc.
2	programs, programming
	I. Interpersonal Relations, Motivation:
5	problem discussing, meetings with other sections, sharing of ideas
5	employee relationships, interpersonal relations
2	motivation classes, self improvement
2	personnel work
	J. Secretarial Functions:
5	clerical/workshops, office work
2	file maintenance, filing
2	effective letter writing
4	other

TABLE 9
(Continued)

no. of responses	
	K. Miscellaneous:
3	production techniques
7	other
1	L. Don't Know-Not Certain:

TABLE 10-A

	Total	Library					Position		
		State	regional	community	community-school	other	professional	technical	clerical
12. How would you describe the staff spirit or morale where you work?	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)	(%)
high	17	14	10	14	40	19	20	18	13
above average	27	19	17	35	27	36	27	28	28
average	29	36	32	31	17	19	29	22	33
below average	15	19	20	14	13	8	15	19	12
low	11	12	20	5	3	14	9	12	13
no data	1	0	0	0	0	3	0	0	2
BASE:	291	58	59	77	30	63	103	67	112

TABLE 10-B

Reasons for answer to question 12 (How would you describe the staff spirit or morale where you work?)

no. of responses	
	A. Everyone gets along well, group spirit:
39	cooperative, workers help one another, group spirit, work well together
13	no personality conflicts, compatible, gets along well, no complaining
8	friendly, nice people, congenial
7	good exchange of ideas, input, meetings
6	good relationship among workers
5	everyone keeps busy, hardworking
3	flexible staff, willing to try new things, accept change
3	small staff
3	staff cares about public needs
9	other
	B. Poor management, lack of leadership and communication:
28	poor administration, not taking responsibility, too demanding, dissension, staff is not trained well enough
9	poor communication between chiefs and Indians
7	poor supervision, inadequate, inconsistent
7	poor management, lack of leadership
5	administrators take too long for lunch, talking on telephone, absenteeism, not pulling their load
4	too many chiefs, Indians trying to be chiefs
4	playing favorites
3	regional library has final say, too much say, no support
14	other

TABLE 10-B
(Continued)

no. of responses	C. Workload, overworked, do more than others:
14	staff shortage, regular employees not working
8	workload, too many things, not enough time, overworked
7	work unevenly distributed, doing more than others
3	too much staff turnover, temporary and emergency hires
5	other

	D. Not working as a team, self-interest, fighting:
9	bickering, fighting, griping
8	personality conflicts, jealousies, not getting along
6	staff not operating as a team, no cooperation, self-interest
3	no staff meetings, input, exchange of ideas, consulting
6	other

	E. Good supervision, good leadership, good support:
14	good, cooperative supervisor, supportive, open supervision
6	boss, supervisor shares unpleasant tasks, fair
3	open door policy by administration, good, fair administration
3	staff allowed to operate independently, use initiative, not too much constraint
4	other

TABLE 10-B
(Continued)

no. of responses		
	F.	Negative comments about the system:
3		poor budget
3		too regimented, inflexible, too many schedules, cannot work out of job description
2		each library situation is looked at differently, no team approach to state-wide concerns, no overview
2		no mobility, advancement
2		too much union regulations, much interference
2		goals of library not clearly identified
2		inadequate pay
9		other
	G.	Good surroundings, nice public:
6		good comfortable building, nice surroundings
4		nice public, appreciative public
1		good working conditions
	H.	Enjoy work, no pressure:
4		enjoy work, like work
2		no pressure
2		other

TABLE 10-B
(Continued)

no. of responses		
	I.	Miscellaneous:
10		morale
3		direction, leadership
5		other
1	J.	Don't Know

TABLE 11

In your opinion, what are the most urgent or critical problems facing the State Library system?

no. of responses	A. Staff and Manpower Responses:
72	staff shortage, manpower shortage, positions need to be filled
16	poor morale, apathy among personnel, staff dissatisfaction, people problems
11	staff, personnel, manpower
5	quality of personnel, librarians, need upgrading of personnel
4	more clerical staff
17	other
	B. Money and Funding Responses:
52	money funding budget
16	more book and material funding
3	funds for audio/visual and media staff
3	misuse of funds, effective use thereof
4	other
	C. Leadership and Administrative Responses:
21	administrators, supervisors, more capable, stronger leaders, leadership, direction
16	more cooperation, less "in fighting" at top, staff doesn't get along, professional jealousy
4	open channels of communication, inter-department, inter-library, exchange of ideas
4	lack of support from State and top, lack of concern
6	other

TABLE 11
(Continued)

no. of responses	D. General System, Reorganization Responses:
8	outcome of government reorganization proposal, reorganization, ("slip-shod")
7	lack of unity, continuity
7	the DOE, being under DOE, priorities within DOE
3	against joining the U.H.
3	Neighbor Island liason needs upgrading
2	too much bureaucracy
2	unnecessary paperwork, red tape
2	not enough decentralization
2	simplification of hiring procedures, too slow
2	separate school and community libraries
12	other

	E. Improve, Alter or Create a Better Charge System; Theft Control:
11	theft control, loss of books, damage of material
8	new charging system needed, Kaiser system, do away with charge slips
5	book retrieval
3	overdue books, system for notices, etc.
3	automation needed
6	other

TABLE 11
(Continued)

no. of responses	
	F. Public Service Responses:
8	promote use of library in community, public awareness of library in community
8	more public service, better public service
5	meet information needs of public, patron input
3	professional discouraging public to use libraries, don't care about public
3	more public hours
6	other
	G. Facilities, Equipment and Maintenance
5	inadequate size, space
3	inadequate facilities, design of facilities
3	competent audio/visual technicians, statewide maintenance of audio/visual equipment
4	other
	H. Miscellaneous Responses:
10	other
5	I. No Opinion - Don't Know

APPENDIX II

STATE OF HAWAII
DEPARTMENT OF EDUCATION
DIVISION OF LIBRARY SERVICES
OFFICE OF THE STATE LIBRARIAN
P O BOX 2360
HONOLULU, HAWAII 96804

November 29, 1976

Memo to: OLS Staff

From: (Mrs.) May C. Chun
Assistant Superintendent/State Librarian

Subject: Staff Survey

In an effort to further improve library services, this office is currently developing a Library Effectiveness Measurement System. As a part of the effort to develop the system, a survey of the library staff is being conducted.

The enclosed questionnaire is being sent to all personnel in the State Library System. Statistically speaking the total number of personnel in the Hawaii State Library System is small; therefore, for the results of the survey to be as statistically meaningful and representative as possible each staff member must complete the questionnaire.

Individual questionnaires should be mailed directly and immediately to our consultant, Survey and Marketing Services, in the envelope which they have provided. All individual data collected by the consultant will be treated in strict confidence and will be seen only by staff members of the firm. The survey data will be compiled and reported in aggregate form. It will not be possible to identify responses of any individual.

Your prompt response to the survey will be greatly appreciated.

Work time may be used to complete the questionnaire, provided direct public service is not affected.

MCC:dm

First, we would like to find out some of your opinions concerning the needs that the public libraries in Hawaii should meet and the services they should offer. We need your opinions concerning the needs and wants of library users and potential users, even if you are not directly involved in library services. Please try to answer all the questions in the questionnaire. Use pencil only, please.

1. Please give your general opinion concerning how well the State library system is currently performing in relation to each of the goals listed below. Circle the appropriate number to the right of each item.

	excellent	very good	good	fair	poor	no opinion
a. Serve as an information and reference resource for the general public.	1	2	3	4	5	9
b. Serve as an information and reference resource for business, industry and professionals.	1	2	3	4	5	9
c. Serve as an information and reference resource for State and local government.	1	2	3	4	5	9
d. Provide leadership in the development of libraries and the librarian profession in the State of Hawaii.	1	2	3	4	5	9
e. Provide leadership in the development of libraries and library service in the Pacific area.	1	2	3	4	5	9
f. Develop and encourage the use of new and innovative approaches and technology for library services in Hawaii.	1	2	3	4	5	9

2. In your opinion, what types of books or materials, if any, most need to be added to the public libraries? (Write in below)

_____

_____

_____

_____

_____

_____

OFFICE USE ONLY

3. Please give your opinion concerning the extent to which each of the following services of the State public library system need to be increased or improved. Circle the appropriate number to the right of each item.

	a lot	some	a little	none	no opinion
a. reference and information service for walk-in customers	1	2	3	4	9
b. reference and information service by telephone	1	2	3	4	9
c. interlibrary loan service	1	2	3	4	9
d. reserve system	1	2	3	4	9
e. government documents and information reference service	1	2	3	4	9
f. copy machine	1	2	3	4	9
g. assistance to government agencies and public officials	1	2	3	4	9
h. assistance to private companies and businessmen	1	2	3	4	9
i. librarymobile	1	2	3	4	9

4. Please give your opinion concerning the degree to which the library system should offer each of the following possible programs, services and activities. Circle the appropriate number to the right of each item.

	a lot	some	a little	none	no opinion
a. facilities for community meetings and activities	1	2	3	4	9
b. children's services such as story telling, movies, magic or puppet shows	1	2	3	4	9
c. after-school programs for children	1	2	3	4	9
d. programs for young adults	1	2	3	4	9
e. drama or art exhibits	1	2	3	4	9
f. tutoring, remedial reading, and other education programs	1	2	3	4	9
g. movies and film shows for the general public	1	2	3	4	9
h. lectures and discussion groups	1	2	3	4	9
i. telephone referral service concerning available government and social services	1	2	3	4	9
j. services for the disadvantaged (poverty, non-English speaking, bilingual, institutional, etc.)	1	2	3	4	9
k. concerts and musical events	1	2	3	4	9
l. programs for senior citizens	1	2	3	4	9
m. users being able to borrow books and materials by mail	1	2	3	4	9

5. In your opinion, how much trouble is it for library users to fill out the present charge slips when they borrow books or materials? Circle one number to the right.

a lot	some	very little	none at all	no opinion
1	2	3	4	9

6. Please give your opinion about the importance of having each of the following features of a book charge system. Circle the appropriate number to the right of each item.

	very impt.	impt.	not too impt.	not at all impt.	no opinion
a. records of books charged in and out	1	2	3	4	9
b. being able to find out book status by call number	1	2	3	4	9
c. being able to find out book status by author's name	1	2	3	4	9
d. being able to find out book status by due date	1	2	3	4	9
e. automatic production of due notices	1	2	3	4	9
f. being able to reserve books for customers	1	2	3	4	9
g. borrower's cards for users so they don't have to write in their names and addresses	1	2	3	4	9

7. How important do you think it is to the public for the library to be open during each of the following times? Please circle the appropriate number to the right of each item.

		very impt.	impt.	not too impt.	not at all impt.	no opinion
a. weekdays	9:00 a.m. to 1:00 p.m.	1	2	3	4	9
b. weekdays	1:00 p.m. to 5:00 p.m.	1	2	3	4	9
c. weekdays	5:00 p.m. to 8:00 p.m.	1	2	3	4	9
d. Saturdays	9:00 a.m. to 5:00 p.m.	1	2	3	4	9
e. Saturdays	5:00 p.m. to 8:00 p.m.	1	2	3	4	9
f. Sundays	1:00 p.m. to 5:00 p.m.	1	2	3	4	9
g. some holidays	1:00 p.m. to 5:00 p.m.	1	2	3	4	9

8. How willing would you be to work during each of these times? Circle the appropriate number to the right of each item.

			very willing	willing	not too willing	not at all willing	no opinion
a.	weekdays	9:00 a.m. to 1:00 p.m.	1	2	3	4	9
b.	weekdays	1:00 p.m. to 5:00 p.m.	1	2	3	4	9
c.	weekdays	5:00 p.m. to 8:00 p.m.	1	2	3	4	9
d.	Saturdays	9:00 a.m. to 5:00 p.m.	1	2	3	4	9
e.	Saturdays	5:00 p.m. to 8:00 p.m.	1	2	3	4	9
f.	Sundays	1:00 p.m. to 5:00 p.m.	1	2	3	4	9
g.	some holidays	1:00 p.m. to 5:00 p.m.	1	2	3	4	9

Next, a few questions about your job.

9. Do you feel the library system has enough information and data about how well it is serving the needs of your community, or do you feel that more information or data is needed? Circle one number below.

have enough information------1- Go to Q. 11
need more information--------2------

10. If you feel more information is needed, please indicate what types of information you think are needed. Circle up to three numbers below -- do not circle more than three.

01-----which services are used most by public
02-----volume/types of books/periodicals used by the public
03-----data about program attendance/activities
04-----volume/types of information/reference assistance given
05-----types of persons served and not served by the library
06-----what services the public is most interested in
07-----other: (WRITE IN)_____
08-----other: (WRITE IN)_____

OFFICE USE ONLY

11. Generally speaking,

what percentage of the work that you do is professional (requiring a graduate degree)? (WRITE IN) ____%

what percentage requires a college education, but not a graduate degree? (WRITE IN) ____%

what percentage could be accomplished with a high school education? (WRITE IN) ____%

what percentage could be done by a student helper? (WRITE IN) ____%
100%

12. How would you describe the staff spirit or morale where you work? Please circle one number to the right.

high	above average	average	below average	low
1	2	3	4	5

12a. Give reasons for your answer, if possible:

_____

_____

_____

OFFICE USE ONLY

13. In general, does your present job adequately utilize your training, experience and abilities? Please circle one number below.

yes----------1
no----------2

13a. Please describe any work you are not doing but feel you should do:

_____

_____

_____

_____

13b. Please describe any work you are doing but feel you should not do:

_____

_____

_____

_____

14. Do you receive: (Circle one number below)

too much supervision----------1
sufficient supervision--------2
not enough supervision--------3

15. Would you like to receive additional job-related training? Circle one number below.

yes----------1----------
no----------2

15a. If yes, in what areas?

_____

_____

_____

16. Have you ever made any suggestions for improving services or routines? Please circle one number below.

yes----------1----------
no----------2

16a. If yes, what has generally been the reaction to these suggestions? Circle one number below.

accepted most of the time 1
rejected most of the time 2

17. Do you feel that you have been adequately informed about library policies and procedures relevant to your job? Circle one number below.

yes----------1
no----------2

OFFICE USE ONLY

18. In your opinion, what are the most urgent or critical problems facing the State library system?

_____

_____

_____

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Now, a few background questions for statistical purposes only. . .

19. Do you work in . . . (Circle one number below)

State library----------1
regional library----------2
community library----------3
community-school library-----4
other----------5

20. What is your position level? (Circle one number below)

professional----------1
technical----------2
clerical----------3
other (WRITE IN)_____4

_____

21. How many years have you worked in the State library system? Please circle one number below.

less than 5 years----------1
5 to 9 years----------2
10 to 19 years----------3
20 years or more----------4

22. What is your highest level of education as of now? Circle one number below.

high school----------1
technical or business school-2
some college----------3
college graduate----------4
graduate degree----------5

23. And what is your age? Circle one number below.

under 30----------1
30 to 39----------2
40 to 49----------3
50 to 59----------4
60 or more----------5

Please use the rest of this page for any additional comments concerning the topics covered in this questionnaire.

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